

## **Quarter 2:**

# **Entities' unachieved targets & Reasons for variance**

## B-BBEE Commission

Q2 Target	Actual Achievement	Reasons for deviation	Corrective action
100% of sampled organs of state and public entities compliant with section 10(1) & (2) of the B-BBEE Act.	Letters sent to 12 SOEs requesting evidence of section 10 alignment including how they are implementing B-BBEE in their interactions with the economy.	There was a challenge with getting feedback from SOEs.	The Commission has requested meetings with each SOE so as to get buy-in and build mutual advocacy going forward.
100% B-BBEE compliant suppliers in strategic sectors.	There was a meeting held with National Treasury. The outcome of the meeting was that the two must enter into an MoU to unlock the process of evaluating supplier compliance to B-BBEE.	The issues raised by the National Treasury were not anticipated when the target was set.	MoU to be developed in Q3, however, there is a need to revise the output indicator as the Commission initially did not anticipate a need for the MoU.

# Competition Commission

Q2 Target	Actual Achievement	Reasons for deviation	Corrective action
One (1) initiative to monitor concentration of the Economy.	No initiatives to monitor concentration of the Economy.	The APP target was included as a Quarter 2 target when it was in fact a Quarter 4 target.	The team is currently working and will ensure that the target is met in Quarter 4. The Commission will ensure that all targets are reviewed and accurately mapped to their appropriate quarters during the planning phase.
Ensure that the Commission is compliant with the B-BBEE Legislation in its processes.	Target not met.	The target was erroneously planned for quarter 2 during the planning cycle. The starting point for having a compliant BBEEE certificate is the audited AFS, hence the target should have been applicable only in quarter 4 and not quarter 2.	The Commission will review APP target setting process to ensure alignment of targets
1% of HR spend in learning and development.	0.64% of HR Spend	The target has been incorrectly set at 1% per quarter when the annual target is correctly set at 1% and should be measured at the end of the financial year.	The Commission will strengthen its quality assurance process to prevent future errors
One (1) completed market-wide interventions in the economy to ensure improved competition including removal of barriers to entry, market access (including access to finance), access upstream inputs and reduced concentration levels in the economy.	No market-wide interventions completed.	More time was needed to consider emerging and evolving issues arising from the public comments, and to assess the feasibility and practicability of the proposed remedies. These processes necessitated more consultations and engagements with the affected parties, media businesses and regulators expected to implement the remedies. These engagements and consultations are important to minimise the risk of litigation.	Proactive engagements with all relevant stakeholders, sharing with the affected parties the actual remedial actions to get input timeously. Because of these measures, the team anticipates completing the market inquiry in Q3 thereby achieving the annual target
100% of supplier invoices paid within 20 days.	78% of supplier invoices paid within 20 days.	The target is cumulative. The Commission has experienced a fourfold increase in the number of invoices paid over the past two years, yet the resources allocated to process these invoices have not increased. Additionally, ongoing challenges persist with service providers failing to submit invoices directly to the central email address; as a result, invoices often remain in individual staff <b>members'</b> inboxes for several days before eventually reaching the central system, causing further delays.	<ul style="list-style-type: none"> <li>Investment in technology to assist with automated capturing of invoices, which will reduce the time taken to process invoices.</li> <li>Enforce segregation of duties to ensure <b>that the Commission's internal controls</b> are not compromised. Improve planning for year-end audit to ensure the impact thereof on this target is minimised.</li> </ul>

## Export Credit Insurance Corporation Targets

Q2 Target	Actual Achievement	Reasons for deviation	Corrective action
R200m of Gross Written Premium achieved	R1,4m achieved	There was one new policy incepting during the quarter	It is expected that the Total MozLNG and Yellow Equipment written premiums will come into effect this year. This would be more than R3 billion and would see the target achieved for the year

## IDC

Q2 Target	Actual Achievement	Reasons for deviation	Corrective action
R15 032m funding crowded in from other funders	R2 798m of funding	The challenge is closing the transactions timeously to be able to recognise them. There are transactions in the energy sector that will contribute to this KPI. These transactions will have to follow the process to be recognized for performance purposes.	A recovery plan detailing the transactions that will contribute significantly to these <b>KPI's</b> is in place. Other process changes and enhancements are also being explored concurrently to assist in accelerating the closure of these transactions.
R2 342m funds disbursed for Transformation	R1 220m of funding disbursed	The challenge is closing the transactions timeously to be able to recognise them. A number of transactions with transformation possibilities in the pipeline are still being assessed. These transactions need to follow through with the deal process before they can be recognised. These are being tracked.	A recovery plan detailing the transactions that will contribute significantly to these <b>KPI's</b> is in place. Other process changes and enhancements are also being explored concurrently to assist in accelerating the closure of these transactions.
38,4% non-performing loans (NPLs)	42,6% Non-performing loans	Interventions on select Business Partners` cool off after some time (12 months) for BPs >R100m	Strategies are being adjusted to decrease NPLs, and results will show in succeeding quarters.
277 Megawatt generating capacity for electricity generation projects approved, including utility scale and small-scale embedded generation	96 Megawatts	There are 2 transactions that have been approved, which will contribute to the KPI and the pipeline also currently reflects energy deals with contribution to megawatts	There are 2 transactions that have been approved, which will contribute to the KPI and the pipeline also currently reflects energy deals with contribution to megawatts

## IDC

O2 Target	Actual Achievement	Reasons for deviation	Corrective action
14 892 jobs of new jobs created	7 296 jobs	<p>The Economic Overview reports that formal non-agriculture employment during Q1 2025 declined by 94 313 compared to Q1 2024 (-0.9% y-o-y), with job losses in government (-63 714), manufacturing (-23 542) and mining (-13 775).</p> <p>Employment gains were recorded in the finance &amp; business services and trade, accommodation and construction sectors. The relatively weaker global demand for commodities and resultant decline in prices have mining sector employment experienced a contraction of 13 775 employees (-2.9%) as job opportunities were lost primarily in the iron ore and gold sub-sectors. The jobs initiative that has been introduced is showing some traction as can be seen in the pipeline, however the performance forecasts may still result in a gap.</p>	A concerted effort to accelerate the deal pipeline, encourage stakeholder engagement, optimize resources and improve processes is being undertaken to ensure closure.
4 681 jobs of jobs saved	317 jobs	<p>The Economic Overview reports that formal non-agriculture employment during Q1 2025 declined by 94 313 compared to Q1 2024 (-0.9% y-o-y), with job losses in government (-63 714), manufacturing (-23 542) and mining (-13 775). Employment gains were recorded in the finance &amp; business services and trade, accommodation and construction sectors.</p> <p>The relatively weaker global demand for commodities and resultant decline in prices have mining sector employment experienced a contraction of 13 775 employees (-2.9%) as job opportunities were lost primarily in the iron ore and gold sub-sectors. The jobs initiative that has been introduced is showing some traction as can be seen in the pipeline, however the performance forecasts may still result in a gap.</p>	A concerted effort to accelerate the deal pipeline, encourage stakeholder engagement, optimize resources and improve processes is being undertaken to ensure closure
R7 308m increase in exports generated for intra-regional and global trade through funding activities	R804m increase in exports	Real export growth is expected to be muted over the forecast period as global conditions remain challenging and domestic infrastructure inefficiencies and challenges continue to weigh on exports. The improved household spending and increased investment forecast from 2026 onwards increased the demand for imported goods, with real imports projected to be higher than export growth, growing at an average of 3.2% over the outlook period compared to 3.2% for exports.	IDC is exploring some short- to medium-term and medium to long-term interventions to address this challenge. The Pipeline is weak with very few transactions that will contribute to the KPI if fully drawn, but may not meet the target

# IDC

Q2 Target	Actual Achievement	Reasons for deviation	Corrective action
<p>R503m disbursed for businesses in SEZs (including economic infra-structure projects that enable SEZs (e.g. energy supply, logistics, water)</p>	<p>R137m of funds disbursed</p>	<p>The Coega SEZ is the largest SEZ Southern Africa and leverages public sector investment to attract foreign and domestic direct investment in the manufacturing sector with an export orientation. The SEZ has attracted investment in the agro-processing, automotive, aquaculture, energy, metals logistics and business process services sectors. These sectors have been experiencing challenges with only the agro-processing only showing growth by 15.8% during the first quarter of the year due to improved activities in the horticulture and animal products segmentations. <b>Most of the SEZ's will experience the overall economic challenges.</b></p>	<p>The contributions from the transactions can only be recognised after disbursement and there are 2 transactions approved that will contribute toward the KPI and will meet the 3rd quarter target if fully disbursed.</p>
<p>Turnaround time for complex transactions (180 days) and non-complex (64 days) (80% of transactions within the set turn-around time)</p>	<p>58.1% of transactions within the set turn-around time</p>	<p>Delays are driven by the following factors:</p> <ul style="list-style-type: none"> <li>• Resubmissions</li> <li>• Further considerations from the Committee</li> <li>• Delays resulted from the securing of signatures.</li> <li>• Awaiting time for the client to submit information.</li> </ul>	<p>A recovery plan detailing the transactions that <b>will contribute significantly to these KPI's is in place.</b> Other process changes and enhancements are also being explored concurrently to assist in accelerating the closure of these transactions.</p>

# ITAC

Q2 Target	Actual Achievement	Reasons for deviation	Corrective action
80% of Eligible Production Certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	38% of certificates were issued within the required timeframe.	EPCs for tooling (8 certificates) could not be issued on time as the EV amendments had not been implemented	Special measures will be put in place in instances where the applications are approaching the 6 months timeframes
R5,307bn of additional local industrial output as a result of the utilisation of the ITAC rebates <ul style="list-style-type: none"> <li>• rebate item 311.40 clothing</li> <li>• rebate item 317.04 autos-APDP</li> </ul>	R1,37bn of additional local industrial output.	Fewer Production Investment (PI) claims were received in Q2 compared to the corresponding period in 2024	The target depends on the number of applications received.
R68,25bn of manufactured exports facilitated under ITAC rebates 470.03 and 521	R51,97bn of manufactured exports facilitated under ITAC rebates 470.03 and 521	The figures provided for the APDP Exports are for July and August, the September figures are not yet available due to the time lag in releasing this trade data by SARS.	This is dependent on the third party
126 of new jobs committed to by recipients of implemented ordinary tariff increases and rebate provisions created, administered by ITAC.	3 new jobs committed	Dependent on the number of tariff amendments reports implemented by SARS and the number of jobs committed by applicants.	This is dependent on the third party
75% of the final determinations made within 6 months on Custom Tariffs Increase Investigations	One (1) case on Shouldered couplings was received and a final determination was made within 8 months and 2 days.	One (1) case on Shouldered couplings was received and a final determination was made within 8 months and 2 days because of the inter-dependencies on third parties which resulted in taking beyond the timeframe of 6 months as required.	Inter-dependencies on third party responses not received in earlier phases of the investigation which delayed the final determination.
70% of the Preliminary determinations made within 6 months of initiation on Trade Remedies Investigations	0% of the preliminary decision made within the required timeframe	<p>There was only one preliminary determination made during the reporting period.</p> <ul style="list-style-type: none"> <li>• Top Load Washing Machine (Anti-Dumping) - Target not achieved</li> <li>• Initiated: 25/10/2024</li> <li>• Preliminary determination: 18/07/25</li> </ul>	<p>The entity is in a process of:</p> <ul style="list-style-type: none"> <li>• reviewing the assumptions underscoring the current timelines, as they have become increasingly difficult to meet due to the complexity (volume of importer and exporter respondents) and historically high volume of investigations.</li> <li>• In addition, the entity is introducing project plans and checklists that will help clearly define and track each step of the process, strengthen accountability and enhance the visibility of progress and actions at every stage.</li> </ul>

## ITAC

O2 Target	Actual Achievement	Reasons for deviation	Corrective action
7% of PPS sales concluded between local consumers and exporters	3,97% of PPS sales concluded	2.08% of sales were concluded outside the PPS sales.	Consumers reached an out of PPS sales agreement with sellers hence effecting the percentage PPS sale
Four (4) of processes concluded taking into account relevant codes of practice issued under the B-BBEE Act.	0 processes	Consultations in progress for the development of relevant wording to be included in permit Guidelines.	Consultations in progress for the development of relevant wording to be included in permit Guidelines.

# NEF

Q2 Target	Actual Achievement	Reasons for deviation	Corrective action
25% of investments made to investees operating in SEZs and IPs	11,9% of investments made to investees operating in SEZs and IPs	Limited deal flow from businesses located within SEZs and IPs, as well as slower uptake of opportunities in these designated areas.	Pipelines are being developed, and management is actively identifying businesses that operate within, or can be relocated to, SEZs and IPs. Management is also engaging various SEZs and other relevant stakeholders to conclude MOUs and NDAs.
6 300 of maintained and new jobs to be created	3 289 maintained and new jobs to be created	Lower number of transactions concluded to date, coupled with delays in project implementation.	Investment teams are focused on sourcing transactions with high job creation. The disbursements pipeline for Q3 reflects 16 117 jobs.
R900m invested	R285.3m invested	Slow commitment pace caused by delays with regulatory third parties and a cautious risk appetite by applicants, which delayed disbursements and reduce uptake.	There are transactions in excess of R600m that have been committed, and their conversion is being worked on. The disbursements pipeline has transactions to the value of R720 million. Management is engaging regulatory third parties to ensure speedy processing of applications and conclusion of agreements. Consideration is being made to explore ways that allow certain agreements to proceed as undertakings, where appropriate, in cases where delays in meeting Conditions Precedent persist.
30% of portfolio impaired	37% of portfolio impaired	This is mainly due to the incorporation of forward looking information, which has been historically lacking from IAS 39/GRAP 104, coupled with soft credit assessment and inadequate monitoring.	Management has initiated an organization-wide business automation process that includes enhancements to the impairment model and credit assessment systems. These improvements aim to strengthen credit evaluation, client selection, and the overall quality of internal data
15% of disbursements to businesses owned by youth and people living with disability	11% of disbursements to businesses owned by youth and people living with disability	slow pace in commitments and disbursements coupled with low application volumes from youth and persons with Disabilities	<b>Management has embarked on initiatives to raise awareness of NEF's</b> dedicated funding opportunities. The disbursement pipeline for Q3 accounts for 16.9%, which is higher than the target.
35% of disbursements to businesses owned by women	30,6% of disbursements to businesses owned by women	Limited applications from women-owned enterprises and underrepresentation of women-led businesses in sectors applying for funding.	Management will prioritise sourcing, approving and disbursing transactions with significant women ownership in Q3. The disbursements pipeline for Q3 has a 37.7% women ownership representation, higher than 35% target.
90 SMEs funded	62 SMEs funded	Extended due diligence processes relating regulatory requirements, and slower-than-anticipated conversion of transactions in the pipeline.	Management will implement fast-tracking and improving turnaround times on deals that have been approved. The disbursements pipeline <b>reflects 59 deals in Q3 that will enable the achievement of the quarter's target.</b>

## NEF Targets

Q2 Target	Actual Achievement	Reasons for deviation	Corrective action
80% Collection's ratio	76% Collection's ratio	The poor performance of investees, low collections, and delays in legal recovery processes.	Strengthen client monitoring and early credit warning system as well as adding dedicated loan recovery and enforcement personnel.

**Quarter 3:**

**Entities' unachieved targets & Reasons for variance**

## B-BBEE Commission

Annual target	Q3 Target	Actual Achievement	Reasons for deviation	Corrective action
1 Major B-BBEE Transaction Report produced	Major B-BBEE Transaction Report produced	No report produced.	After 2 attempts to source external service providers for this project, the Commission received only 1 response	As indicated, there were delays in procuring a service provider.  The process to be restarted for the third-time.

# ECIC

Q3 Target	Actual Achievement	Reasons for deviation	Corrective action
R300m of Gross Written Premium achieved	R30 million written premium achieved as at Q3.	Anticipated premium for MozLNG still to be written.	Anticipated premium for MozLNG to be written.

## IDC

Q3 Target	Actual Achievement	Reasons for deviation	Corrective action
R2 128m off-balance sheet funding disbursed	R1 352m off-balance sheet funding disbursed	There are 2 transactions in the current pipeline with a value of R235 million which will result in a 50% achievement of the KPI by year end.	<p>Recovery Plan and Key Operational Actions:</p> <p>Bi-Weekly All-Hands-On-Deck (AHOD) Meetings: Fortnightly in-person meetings bring together all stakeholders to address potential blockages, expedite significant transactions, and resolve process challenges. These are supplemented by focused transaction huddles to address specific issues such as delays in agreement signing and CP clearance.</p> <p>Priority Transaction Focus: Dedicated resources have been assigned to drive top-priority, high-impact transactions, with additional support allocated as needed to resolve bottlenecks.</p> <p>Lessons Learnt Portal: Insights from the portal are used to drive system and procedural improvements across the organisation.</p>
R3 322m funds disbursed for Transformation	R2 566m of funding disbursed	There are currently 8 transactions that will contribute R1.1billion, resulting in a 74% achievement of this KPI. These are being tracked weekly to accelerate the close-out process	
38,4% non-performing loans (NPLs)	41,6% Non-performing loans	Interventions on select Business Partners' (BPs) cool off after some time (12 months) for BPs >R100m. Strategies are being adjusted to decrease NPLs. A 0.7% reduction has been noted YTD and further results will show towards year-end.	

# IDC

Q3 Target	Actual Achievement	Reasons for deviation	Corrective action
21 123 jobs of new jobs created	12 677 jobs	The jobs initiative that has been introduced is showing some traction as can be seen in the pipeline. However, the performance forecasts may still result in a gap. The top 25 transactions that will contribute to the jobs numbers has been identified and will be tracked for closure. Job champions in the various units are driving the progress. Eight transactions in the pipeline are expected to contribute a further 12000 jobs and an achievement percentage of 81 % at year end. No significant transactions for jobs saved in the pipeline.	Recovery Plan and Key Operational Actions  Bi-Weekly All-Hands-On-Deck (AHOD) Meetings: Fortnightly in-person meetings bring together all stakeholders to address potential blockages, expedite significant transactions, and resolve process challenges. These are supplemented by focused transaction huddles to address specific issues such as delays in agreement signing and CP clearance.
6 639 jobs of jobs saved	77 jobs	The jobs initiative that has been introduced is showing some traction as can be seen in the pipeline. However, the performance forecasts may still result in a gap. The top 25 transactions that will contribute to the jobs numbers has been identified will be tracked for closure. Job champions in the various units are driving the progress. Eight transactions in the pipeline are expected to contribute a further 12000 jobs and an achievement percentage of 81 % at year end. No significant transactions for jobs saved in the pipeline.	Priority Transaction Focus: Dedicated resources have been assigned to drive top-priority, high-impact transactions, with additional support allocated as needed to resolve bottlenecks.  Lessons Learnt Portal: Insights from the portal are used to drive system and procedural improvements across the organisation.
R10 366m increase in exports generated for intra-regional and global trade through funding activities	R1 525m increase in exports	Economic updates indicate that the ongoing tariff disputes have created a dynamic global trade environment. Apart from the rest of Africa, these influential countries have robust economies that enable them to influence the global trading system. The current pipeline is weak with very few transactions that will contribute to the KPI if fully drawn. This KPI may not be met. There are currently 2 transactions with a contribution of R10b that is expected to close by year-end. Seventy-eight (78) percent of the KPI would have been met	

# IDC

Q2 Target	Actual Achievement	Reasons for deviation	Corrective action
R713m disbursed for businesses in SEZs (including economic infra-structure projects that enable SEZs (e.g. energy supply, logistics, water)	R137m of funds disbursed	The contributions from the transactions can only be recognised after disbursement and there are 2 transactions approved R357 million that will contribute toward the KPI however the entity still expect to fall short on this KPI.	Recovery Plan and Key Operational Actions  Bi-Weekly All-Hands-On-Deck (AHOD) Meetings: Fortnightly in-person meetings bring together all stakeholders to address potential blockages, expedite significant transactions, and resolve process challenges. These are supplemented by focused transaction huddles to address specific issues such as delays in agreement signing and CP clearance.
Turnaround time for complex transactions (180 days) and non-complex (64 days) (80% of transactions within the set turn-around time)	62,5% of transactions within the set turn-around time	Delays are driven by the following factors: <ul style="list-style-type: none"> <li>Resubmissions</li> <li>Further considerations from the Committee</li> <li>Delays resulted from the securing of signatures.</li> <li>Awaiting time for the client to submit information.</li> </ul>	Priority Transaction Focus: Dedicated resources have been assigned to drive top-priority, high-impact transactions, with additional support allocated as needed to resolve bottlenecks.  Lessons Learnt Portal: Insights from the portal are used to drive system and procedural improvements across the organisation.

## ITAC

Q3 Target	Actual Achievement	Reasons for deviation	Corrective action
R5,307bn of additional local industrial output as a result of the utilisation of the ITAC rebates <ul style="list-style-type: none"> <li>• rebate item 311.40 clothing</li> <li>• rebate item 317.04 autos-APDP</li> </ul>	R9.9 billion ( APDP) + R387m R10.3bn	Fewer claims received compared to the previous reporting period	The target depends on the number of applications received.
R68,25bn of manufactured exports facilitated under ITAC rebates 470.03 and 521	R25.8 billion ( APDP) + R7.9 R33.7bn	Not all data was available for reporting on this target	Report to be updated once data is received from SARS
126 of new jobs committed to by recipients of implemented ordinary tariff increases and rebate provisions created, administered by ITAC.	0 new jobs committed	No requests were made from industry to include or exclude products under import or export control.	No requests were made from industry to include or exclude products under import or export control.
One (1) action notes and/or memoranda dispatched to the Minister to discharge his Section 6 obligations regarding the inclusion or exclusion of products under import and export control.	Zero (0) action note and/or memoranda dispatched	No requests were made from industry to include or exclude products under import or export control.	No requests were made from industry to include or exclude products under import or export control.
70% of the Preliminary determinations made within 6 months of initiation on Trade Remedies Investigations	50%	A Preliminary Report for Clear Float Glass investigation was finalized at the beginning of December; however, the six-month target was missed. The Report has now been approved and has been sent to SARS for implementation.	Different planning and resourcing is needed in complex investigation.

# ITAC

Q3 Target	Actual Achievement	Reasons for deviation	Corrective action
7% of Price Preference System (PPS) sales concluded between local consumers and exporters	4% PPS sales concluded	Target was not achieved. This is attributed to agreements between buyers and sellers on sales of ferrous and non-ferrous scrap, outside the PPS program. These sales contributed to 2,5 sales.	Although the PPS program is in place to make available, good quality ferrous and non-ferrous scrap to local consumers before export, it is evident from the administration of the program <b>that buyers and sellers are not “playing”</b> in accordance with the guidelines thus frustrating the process. In so doing, it would appear that the program is not working however, looking at the expansion of some of the local consumers, the program is achieving its desired results. ITAC is currently looking at reviewing the PPS guidelines to achieve its objectives.
Four (4) processes concluded taking into account relevant codes of practice issued under the B-BBEE Act.	In process	Process for amending all guidelines for rebate provisions require submission to Commission	Process for amending all guidelines for rebate provisions require submission to Commission
75% of the final determinations made within 6 months on Custom Tariffs Increase Investigations	67% of the investigations were finalised within the set time frame	Inter-dependencies on third party responses not received in earlier phases of the investigation and thus delayed the final determination.	Consultations with third parties must adhere to strict deadlines.
60% of the final determinations made within 10 months of initiation of Trade Remedy Investigation	0%	The application was referred back to the applicants for further information in relation to raw material cost structure and potential transfer pricing issues. This led to the delays in finalizing the investigation timeously.	Rigorous verification of applications and information to ensure accuracy and reliability will be enhanced.

# NCR

Q3 Target	Actual Achievement	Reasons for deviation	Corrective action
Register 98% of persons and entities in the consumer credit market within 6 business days of receipt of signed proposed conditions and payment of registration fees.	95,98% of persons and entities in the consumer credit market registered within 6 business days of receipt of signed proposed conditions and payment of registration fees.	<p>The performance is as at 10 November 2025.</p> <p>ICT system disruptions in the form of a cyber security breach, resulted in, limited availability of performance information.</p>	ICT is working on resuscitating the systems. Remedial action plans are in place for recovery of business processes.
Recruit 10 learners/ interns through BankSETA.	0	Awaiting BankSeta to open applications for Internships/ Graduate placements.	Applications will be completed once BankSETA applications open.
A culture framework produced.	Consultation with EXCO complete.	Consultation with MANCO postponed to Jan 2026.	A meeting to be scheduled in January to conclude consultation process. The culture framework was sent to MANCO for review and input prior, as part of consultation.

# NEF

O3 Target	Actual Achievement	Reasons for deviation	Corrective action
R375m invested	R502,8m	Significant number of committed transactions have compliance and regulatory requirements requiring third parties' approval, often hindering progress in processing payment to investees.	The disbursement pipeline currently includes transactions valued at approximately R899 million that are being progressed for disbursement. In addition, management is reviewing transactions with a view of to relaxing some compliance requirements as CPs to proceed as undertakings, where appropriate to enable speedy disbursements of funds. Management will be focused on converting the pipeline into disbursements in the last 3 months of the FY.
15% of disbursements to businesses owned by youth and people living with disability	11.7% of disbursements to businesses owned by youth and people living with disability	The variance is attributed to low application volumes from youth and persons with disabilities. Additionally, delayed conclusions of third-party requirements have stalled the disbursement to youth and disability owned businesses.	Management is implementing targeted initiatives to increase awareness of the NEF's dedicated funding opportunities for youth entrepreneurs, including multiple outreach and awareness campaigns. The disbursement pipeline currently reflects 22% youth representation.  Youth representation is evident within both the approval and disbursement pipelines, indicating that these efforts are beginning to strengthen the pipeline.
25% of investment made to investees operating in SEZs and IPs	12.8% of investment made to investees operating in SEZs and IPs	Investments in SEZ/IPs are predominately large scale and require various stakeholders to effectively deliver on their roles. Currently, many SEZ are faced with infrastructure backlog and with no supply of water, electricity, & roads. This limit deal flow from businesses intending to operate in SEZs and IPs, as well as slower uptake of opportunities in these designated areas.	Management is actively engaging various SEZs and relevant stakeholders to develop a stronger project pipeline, with a focus on identifying businesses that currently operate within, or have the potential to relocate to, SEZs and Industrial Parks. Existing NEF-funded businesses are also being encouraged to consider relocating to these areas and to seek additional funding where needed. SEZ/IP is valued at R107 million.

## NEF

Q3 Target	Actual Achievement	Reasons for deviation	Corrective action
35% of investment to businesses owned by women	32,6% of investment	<p>The underperformance is due to limited applications from women-owned Despite the targeted business development efforts in favour of women owned business, the level of applications remains disproportionate. That said, there are green shoots of the efforts made given the performance improvement from 30.6% in Q2 to 32.6% in Q3, indicating that interventions are beginning to yield results.</p>	<p>Management is prioritizing transactions with women ownership and is encouraging deals without women ownership to consider incorporating women equity partners. The investment pipeline currently reflects 35% women ownership representation, which meets the target. Management is actively working to convert these transactions to improve performance against the target.</p>

# NRCS

Q3 Target	Actual Achievement	Reasons for deviation	Corrective action
98% of all approval applications finalized within 90 calendar days	95%	High number of approval applications received	Implementation of the Risk based approach
97% implementation of the Stakeholder Engagement Strategy	92%	Key stakeholder engagements did not take place due to unavailability of key stakeholders due to the festive period	Management to schedule all outstanding engagements within Quarter 4
10% vacancy rate	17% Vacancy Rate	Moratorium on filling of vacancies due to inadequate funding and delays in recruitment process	18 positions under recruitment